



## **EXECUTIVE COMMITTEE**

### **MINUTES**

**Monday, February 11, 2002**

**Department of Information Technology Executive Conference Room**

**2:00 – 4:00 p.m.**

#### **ATTENDANCE:**

##### **Members:**

Ray Davis (Department of Game and Inland Fisheries); Bruce Gordon (Department of Information Technology); David Molchany (County of Fairfax); Jerry Simonoff (Department of Technology Planning); David Sullivan (City of Virginia Beach)

##### **Staff:**

Jenny Wootton (Department of Technology Planning)

##### **Presenters, Guests, and Representatives:**

L.J. Alefontis (webMethods); Eugene Huang (Office of the Secretary of Technology); Paul Lubic (Department of Technology Planning); McGregor McCance (Richmond Times-Dispatch); Don Parr (KPMG Consulting); Dan Ziomek (Department of Technology Planning)

##### **Members Absent:**

Secretary of Technology Donald W. Upson; Cheryl Clark (Department of Motor Vehicles); Chip German (University of Virginia)

## **MEETING OBJECTIVES**

The objectives of the Executive Committee meeting are: (1) To discuss the draft issues paper and the responses of the COTS Workgroups to the issues survey; (2) To discuss the proposed Workgroup charters and plans (3) To set the agenda for the COTS March 14 meeting.

## **WELCOME AND OPENING REMARKS**

COTS Executive Director Jenny Wootton called the meeting to order at 2:10 p.m., and thanked everyone for coming. She introduced the Committee to Deputy Secretary of Technology Eugene Huang.

## **APPROVAL OF MINUTES**

The minutes of the January 22, 2002, meeting were approved unanimously and will be posted to the COTS website.

## **ISSUES PAPER**

Deputy Secretary Huang noted that the Executive Committee needs to look at the number of Workgroups and how to use the Workgroups effectively to meet the goals of the Governor and implement enterprise-wide technology planning and investment. COTS can serve as the coordinating body for state government IT. Deputy Secretary Huang asked the members what role they see for the Executive Committee and the Workgroups and how the Workgroups can be best used.

David Molchany said that the overall priorities need to be given so the Executive Committee can know how to prioritize Workgroup activities. Deputy Secretary Huang said he could speak broadly on the Governor's two areas of focus with regard to technology, but hesitates to speak on behalf of incoming Secretary of Technology George Newstrom. The Governor is interested in developing enterprise-wide management of technology. Current technology investment ranges from \$800 million to \$1.2 billion for products and services. With an enterprise approach to implementing products and services, the Commonwealth will benefit from better services and save money. The Governor's Commission on Efficiency and Effectiveness has a consistent theme concerning technology investment running through it as a means of establishing government efficiency. Deputy Secretary Huang said the Governor's second priority is eGovernment services. How do we do it, and how do we get further. Secretary

Newstrom will add to and clarify these priorities.

Mr. Molchany suggested going through Workgroups and conferring with Secretary Newstrom to determine where new workgroups need to be created or how to bridge old ones. Deputy Secretary Huang noted that the Workgroups could be grouped in several ways, and the Executive Committee could take a role in working on that.

The Executive Committee agreed to remove the eProcurement and Organizational Workgroups from the list of active Workgroups. The Committee discussed grouping the Workgroups into three major categories: Enterprise Management, eGovernment Services, and Project Management (to include the full cycle of project management activities). The fourth Workgroup would be the Communications Workgroup, which provides awareness and marketing support for all Council initiatives.

David Sullivan said that the State and Local Application and Network Integration (SLANI) Workgroup has not been active recently, but not due to a lack of interest. IT issues bring a combination of state and local government issues, which is compounded by the different skills and resources available at the 130 independent cities and counties. Mr. Sullivan said it is important for the Council to agree on what is common between state and local government, as there is no consensus for what should be done. Resources are spread everywhere. The Executive Committee needs workplans to work with, and becomes the liaison and provides follow-up.

Deputy Secretary Huang noted that Governor Warner does not employ a strict top down approach. He believes in "creative dissonance" and finds that information and ideas come from the bottom and from the top. Mr. Molchany said that the new Secretary will bring initial vision so the ideas can fit in an overall plan.

Bruce Gordon asked about the history of the Workgroups and how they were formed. Mr. Sullivan described how the Council identified issue and areas and prioritized and formed the groups. It is not clear what happens to the Workgroups when they are finished or whether they had standing or ad hoc status. The needs have changed, and there is a need to refocus. There is no measurement and very little reporting of activities. Some have influenced and changed state policy.

Mr. Sullivan described how, when it becomes obvious that there are no new dollars for new initiatives, people lose enthusiasm and don't look at their options for making a significant impact at little or no cost. A great deal can be moved significantly without net new resources. Many believe that we are spending enough on technology, but not spending effectively in technology. Virginia Beach is redirecting resources to provide

better value for the investment.

Mr. Molchany said that the Workgroups need a framework around them—a task plan—that includes measures and ensures input to keep it moving forward. Projects like Enterprise Architecture do not have a schedule dictated from outside.

Deputy Secretary Huang noted that COTS could be directly involved with the Governor's Commission on Efficiency and Effectiveness, and have an integral part.

Jerry Simonoff suggested looking at “squeezing the base”—a way to generate our own capital and reinvest funds. Ray Davis said that special-funded agencies have squeezed the base in ways that general funded agencies have not. The culture in the agency is “don't gore my ox”—got to squeeze something else. Mr. Sullivan said the fiscal process is the best way to make this happen.

The Committee agreed that there is external pressure to optimize state government technology investments.

## **COTS WORKGROUPS**

Mr. Sullivan suggested splitting the Workgroups into the major areas as discussed earlier and having sub-workgroups. Many things would fall into Enterprise Architecture arena. The Telecommunications Workgroup could focus on local-state integration. A reporting structure needs to be put in place for accountability and to document results.

The Executive Committee recommended that the major focus areas should drive the reorganization of the Workgroups and the revision of the issues paper. The Executive Committee would provide input from the stakeholders they represent. The Committee agreed that there should be rewards or incentives to recognize Workgroup volunteers and to encourage agencies to adopt COTS recommendations.

The Committee also discussed using the COTS Dashboard as a reporting mechanism for COTS Workgroups and setting up a program for project manager certification or training. Mr. Simonoff noted that the Department of Technology Planning and the Office of the Secretary of Technology are briefing cabinet secretaries throughout the month of February to introduce them to COTS, the agency IT strategic planning process, and the Dashboard. This is an opportunity to raise expectations of cabinet secretaries and ensure that they know who the COTS members are that represent them and communicate with them regularly.

## **COTS WORKGROUP CHARTERS**

The Executive Committee members agreed that the overall framework and strategic directions for the Workgroups should be determined in concert with the new Secretary of Technology prior to requesting Workgroup charters from existing Workgroups that do not have a charter in place.

## **COTS BYLAWS AND EXECUTIVE COMMITTEE CHARTER**

The Executive Committee had no further modifications to the COTS Bylaws or Executive Committee Charter. The items will be presented at the March 14 COTS meeting for discussion and adoption by the full Council.

## **COTS AGENDA ITEMS FOR MARCH 14, 2002**

Ms. Wootton introduced the requests made for presentations or discussion items for the full Council meeting on Thursday, March 14. Proposed items included: a presentation by former Washington CIO Steve Kolodney of AMS on emerging technology trends; a presentation by Aspect Communications on homeland security and transforming call centers into emergency communications centers; a presentation on reverse auctions; and a presentation on electronic payments. The presentations on emerging technology trends and homeland security were accepted by the Committee. The Committee did not feel it was appropriate for COTS to make recommendations in the area of reverse auctions without input and direction from the Department of General Services. The presentation on electronic payments was deferred to a future meeting.

## **NEW BUSINESS/PUBLIC DISCUSSION/CLOSING REMARKS**

No new business was introduced.

## **ADJOURN**

Ms. Wootton adjourned the meeting at 4:00 p.m. and thanked everyone for coming.

### **Next Meeting:**

March 11, 2002

2:00 – 4:00 p.m.

Department of Information Technology Executive Conference Room

Respectfully submitted,

Jennifer L. Wootton

Executive Director

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